

A woman in a black tank top, shorts, and a cap is jogging on a paved path. The path is surrounded by lush greenery, including tall grasses and vibrant orange flowers. In the background, there are large trees and a building with a blue facade. The scene is captured in bright, natural light, suggesting a sunny day.

BIANNUAL PROGRESS REPORT

July to December 2024

Introduction

Section 404 of the *Local Government Act 1993* requires every council to report on progress with respect to the principal activities detailed in its Delivery Program. This report outlines Council's progress for the period of July-December 2024.

A Snapshot of Integrated Planning and Reporting Documents

Liverpool City Council has prepared a suite of Integrated Planning and Reporting documents in accordance with Sections 402-405 of the *Local Government Act 1993*. These documents include the 10-year Community Strategic Plan, Community Engagement Strategy, Resourcing Strategy, Delivery Program, Operational Plan, Workforce Management Plan, Asset Management Plan, and Long-Term Financial Plan.

The Delivery Program activates the Community Strategic Plan, which has been developed in consultation with the Liverpool community. The Community Strategic Plan outlines the long-term vision for Liverpool by identifying four key directions that relate to the quadruple bottom line. The combined Delivery Program and Operational Plan details Council's projects, programs, and activities including key performance indicators (KPIs) and detailed actions that have been developed to measure the overall progress in achieving the vision outlined in the Community Strategic Plan.

By the end of December 2024, Council reported on 22 service areas. A total of 19 service areas were reported as on track, and three (3) needed attention.



Action on Track
Overall measures and projects are being delivered



Action needs attention
Not all measures and projects are being met or reaching satisfactory levels



Action not met
Measures are not being met and completion dates are unclear

New Council

In October 2024, the recently elected Mayor and Councillors of Liverpool City Council were officially sworn into office at a short ceremony in the Liverpool Council Chambers.

Council representatives for the new term include Mayor Ned Mannoun, Deputy Mayor Peter Harle, Councillors Emmanuel Adjei, Matthew Harte, Mira Ibrahim, Sam Karnib and Ethan Monaghan, Richard Ammoun, Dr Betty Green, Fiona Macnaught, and Peter Ristevski.



L-R: Councillors Peter Ristevski, Mira Ibrahim, Ethan Monaghan, Dr Betty Green, Sam Karnib, Mayor Ned Mannoun, Matthew Harte, Richard Ammoun, Deputy Mayor Peter Harle, Fiona Macnaught, and Emmanuel Adjei.

Western Sydney Tourism Awards 2024

The Western Sydney Tourism Awards 2024 is a milestone event that celebrates the achievements of the tourism industry in Southwest and Western Sydney.

In October 2024, Council proudly received four prestigious awards at the event, highlighting its dedication to promoting and enhancing the region's tourism offerings. Accolades received included:

- **Platinum winner:** Best Visitor Economy Event (Night Visitation) – for 'Most Blessed Nights'.
- **Gold winner:** Event Campaign Award - Councils – for 'Experience the World'.
- **Gold winner:** Best Multicultural Show or Event – for 'Motherland Africa'.
- **Gold winner:** Best Rated Cuisine Hotels, Clubs and Restaurants – for Bellbird Dining and Bar, Casula Powerhouse Arts Centre.



L-R Cllr Fiona Macnaught, Natasha Checinski (LCC Events), Tina Bono – (LCC Director), Federico Rekowski (Head Chef, Bellbird Restaurant), Clara McGuirk (LCC Events), Deputy Mayor Peter Harle, Madison Young (LCC Civic), Cllr Matthew Harte.

Upgrade 15th Now Advocacy Campaign

The grassroots campaign to “Upgrade Fifteenth Avenue Now” involved a series of initiatives aimed at raising awareness of the social impacts of the existing road on the community and advocating for funding for the road to be delivered immediately. These initiatives supported a Parliamentary petition to highlight the importance of the road to the state government.

The extensive engagement efforts - spanning from work on a grassroots level with locals in Austral to coordinating visits from major commercial free-to-air television networks - culminated in a billion-dollar commitment to upgrade Fifteenth Avenue. The funding involved a contribution of \$500 million from the Federal and State Government, respectively.

Whilst Council supported a community grass-roots campaign. The strategy was clearly a tipping-point for the outcome. Key highlights of the campaign included:

- More than 600,000 people engaged with a viral social media campaign that included video ‘shorts’ and posts on various digital platforms. It also led to Channel 9 news featuring Fifteenth Ave as a prime-time story one week before the funding was announced.
- The campaign culminated in the state and federal governments committing to \$1 billion to the upgrade of Fifteenth Ave. This commitment was equalled by the Federal opposition.
- The development of an advocacy summary by Council’s consultant and leading transport advocacy firm, Niobe Consulting.
- The distribution of brochures through letterbox drops and door knocking small businesses in Austral.
- A partnership with Austral Bowling Club, Firststyle Homes and Crownlands to raise awareness on the need for funding the road.
- A public relations campaign to promote the story to mainstream media outlets.
- Canvassing local residents at community pop up days to sign the petition.
- Lobbying advocacy partners such as Business Western Sydney, The Property Council and the Western Sydney Leadership Dialogue to include information on the road in all their pre-election documentation.



Banners were placed at strategic locations in Austral.

University of Wollongong

Liverpool Civic Place will become the new home for the University of Wollongong's (UOW) rapidly expanding Liverpool Campus.

The University of Wollongong has secured the remaining five commercial floors of the Civic Place development as well as the mezzanine, separate entry and signage rights on the landmark building. This deal completes the leasing of all commercial floors of Civic Place.

On current plans, Liverpool city centre will host more than 7,000 enrolled university students from 2026. A significant city-shaping outcome for the new university city.



Mayor Ned Mannoun and Professor Louise Hickman.

Memorandum of Understanding - University of Notre Dame

Council and the University of Notre Dame Australia signed a Memorandum of Understanding (MOU) to pave the way for the University to establish a strong presence in Liverpool's CBD.

Four universities now have a presence within a seven-minute walk of one another in the Liverpool CBD. They include Western Sydney University, the University of Wollongong, the University of New South Wales, and the University of Notre Dame.



Mayor Ned Mannoun and Vice Chancellor, Professor Francis Campbell.

Keep Australia Beautiful NSW - Sustainable Cities Awards

Council received two awards for excellence at the Keep Australia Beautiful - Sustainable Cities Awards.

'The Croc' won the 'Circular Economy' award and was also a finalist in the 'Resource Recovery' category.

'The Croc' is a mattress-shredding machine that solves the problem of unwanted mattresses, saves ratepayers approximately \$500,000 a year in tipping costs and reducing landfill by recycling shredded mattresses.

Liverpool's Memorial Park Remembrance Garden project won in the 'Heritage and Culture' category.

The Remembrance Garden project was a collaborative effort between the Office of Australian War Graves and Council. Memorial Park is one of the earliest cemeteries in Sydney and the earliest to still contain original grave architecture.



The "Croc" mattress Shredder.



The Remembrance Garden – Liverpool Memorial Park.

Yellamundie Library - one of the world's best!

Council's new Yellamundie Library was officially recognised as one of the best new libraries in the world, a remarkable achievement that highlights its excellence in design, technology, and cultural integration.

The prestigious recognition comes from the International Federation of Library Associations and Institutions (IFLA), which annually honours a library that exemplifies open and functional architecture, sustainable and innovative IT solutions, integration of digital advancements, and celebration of local culture.

The award was presented in October 2024 in Barcelona, Spain. Yellamundie Library stood out among 16 entries from 10 nations and was shortlisted as one of four global finalists.



Yellamundie Library and Gallery – Liverpool City Council.

First Nations Garden at Apex Park

Council officially opened the First Nations Garden at Apex Park. This initiative was a co-design project between Council and Gandangara Aboriginal Land Council.

Apex Park has a significant First Nations history, and is a space for reflection, rest and connection.



Deputy Mayor – Peter Harle, The Hon. Charishma Kaliyanda MP, Cllr Dr Betty Green, Tina Bono, (LCC Director) and members from Liverpool Elders Coffee Club.

Experience the World Events

Council continued to deliver its “Experience the World” three-day program in Macquarie Mall. Events delivered during the period included Eurofest, Arabian Nights, Blakfire Festival, Starry Sari Night, Primavera and Pasifika Summer.

These events not only celebrate Liverpool rich cultural diversity but also celebrate the music, food, and heritage of our residents. All events featured a variety of activities, workshops, and giveaways, attracting more than 196,000 people to the city centre during the period.

The Experience the World events play a vital role in driving Liverpool’s local economy, with independent agencies valuing their economic impact at over \$25 million in direct visitor spending.



Experience the World Program – Primavera and Pasifika.



Arabian Nights and Eurofest.



Blakfire and Starry Sari Nights.

More than \$25 million in spending went to local businesses during the seven Experience the World events held in Liverpool over Financial Year 23/24.

Event	Dates	No. Visitors	No. Days	Avg. Spend Per Day	Total Visitor Spend
WINTERBLAST – 2023	30 June to 2 July 2023	30,000	3	\$42	\$1,260,000
STARRY SARI NIGHTS – 2023	22 to 24 September 2023	40,000	3	\$38	\$1,519,962
PRIMAVERA – 2023	25 to 27 October 2023	65,000	3	\$40	\$2,600,040
PASIFIKA SUMMER – 2023	15 to 17 November 2023	56,000	3	\$40	\$2,240,040
LANTERNS & LIGHTS – 2024	16 to 18 February 2024	40,000	3	\$37	\$1,479,963
MOST BLESSED NIGHTS – 2024	14 March to 7 April 2024	335,000	16	\$40	\$13,400,320
MOTHERLAND – 2024	26 to 28 April 2024	56,000	3	\$47	\$2,632,047
Total		622,000	34	\$41	\$25,132,372

Source: Liverpool City Council. Number of visitors is based on measurements made at Macquarie Mall during events. Average spend is based on surveys conducted during events.

Powerhouse Artisans and Growers Market

Liverpool's Growers and Foodies Market, now known as Powerhouse Artisans and Growers Market has a new home.

From early November 2024 the weekly markets are held in the grounds of the Casula Powerhouse Arts Centre.

The markets have been in operation for nearly 30 years, starting at Warwick Farm Racecourse and then moving to Chipping Norton. The markets have become part of the local history and a strong support to local growers and the people of the LGA.

The new move to the Arts Centre precinct, will ensure there is plenty of parking, great facilities and easy access to public transport.



Powerhouse Artisans and Growers Market.

Yellamundie Library Celebrates Its First Anniversary!

On 7 December, Council celebrated the first birthday of Yellamundie Library. To mark the occasion, families and residents were invited to join in the festivities with engaging activities that brought the community together.

Since its opening, Yellamundie Library has made a notable impact:

- 253,851 books loaned
- 278,942 visitors welcomed
- 10,000 new members joined
- 9,700 participants engaged in programs
- 120,149 Wi-Fi connections made
- 33,454 PC bookings completed
- 13,887 study rooms reserved

These milestones highlight Yellamundie Library's vital role as a hub for learning, creativity, and connection. Offering a dynamic range of programs, services, and resources, the library has become a place where knowledge meets community, fostering inspiration and growth for residents of all ages.



Story Time – Celebrating Yellumundie turning one

L-R Elysa Dennis (Manager Library). Mayor Ned Mannoun, Clr Fiona Macnaught, Tina Bono (LCC Director) and Clr Matthew Harte.

Seniors Concert

Council hosted its annual Seniors Concert in November over two days at Liverpool Catholic Club.

The event welcomed more than 600 seniors, offering them the opportunity to explore an exhibition featuring local service providers and learn about exciting initiatives and activities within the community. Attendees enjoyed a lively program filled with entertainment and live performances, creating a vibrant and memorable experience for all.



Seniors Concert 2024.

Western Sydney Infrastructure Grants Program

Council continued to progress the \$2 billion Western Sydney Infrastructure Grants Program (formerly known as WestInvest). This program is funding transformational infrastructure projects to improve liveability across Western Sydney. These projects will bring many benefits to residents and the community by creating a sense of place and drive economic growth.

Progress during the period included;

- Upgrades to Macquarie Street (Middle) are 70% completed, with completion of the rest of the street in 2025.
- Completion of the Concept Design for Macquarie Street (South and North), Scott Street, and Railway Street.
- Council approval of scope of works for Brickmakers Creek, Woodward Park and the appointment of Knights and McAuley to complete detailed concept design.
- Securing a \$2.2million Thriving Suburbs grant from the Department of Infrastructure, Transport, Regional Development, Communications and the Arts for additions to Light Horse Park.
- Council approval of the Carnes Hill Aquatic and Leisure Centre, Master Plan.



Draft concept designs from the Carnes Hill Aquatic and Leisure Centre MasterPlan

Service highlights

Libraries and Museum

- Liverpool Libraries launched a new ongoing early literacy initiative, 1000 Books Before School. Utilising the purpose-built Beanstack App was essential to a seamless delivery. Additional functionality of the App is to be explored to increase accessibility and usage.
- The Museum's EXILIO exhibition received a Highly Commended Imagine Award by Museums and Galleries NSW
- 'The Place of Pace' exhibition was featured on 7 News.

Events

- Council was successful in securing Permit Plug Play Pilot program funding from Transport for NSW to the value of \$500,000 to continue to support road closure events across the LGA.
- Council hosted delegations from Toda, Japan and Palmerston North, New Zealand.

Recreation and Community Facilities

- Council's Recreation and Community venues continue to demonstrate high volumes of usage and utilisation demonstrating their valuable role in supporting targeted and marginalised populations. Council sports fields remain in high demand, with all available venues utilised by sporting clubs, school's groups and private sports academies. It is also noted that Council's community facilities continue to grow in popularity with the venues accommodating more than 8000 individual bookings.
- Council's Leisure centres have achieved almost 600,000 visitations in the first six months of the financial year, demonstrating year on year growth across all three (3) sites. Importantly the venues continue to offer community facing programs that provide positive social outcomes. Council highlights the role that the centres have played in supporting community events and exhibitions.
- The launch of Council's Sport Affordability program has provided almost \$20,000 in funding to support more than 2000 Liverpool residents to participate in locally delivered sporting programs.

Community Development and Planning

- The adoption of Council first Reconciliation Action Plan outlining its commitment to first nations people.
- The significant uptake in applications for Council's Community grants program.
- The effective establishment of a Community Hub at Austral providing important services to the CALD community.
- The continued delivery of programs to advance youth leadership including Council's 2168 Children's Parliament, School Leaders and Youth Leadership Council programs.
- The finalisation and adoption of the Craik Park and Ireland Park Master Plans by Council.
- Completion of the Plans of Management for Hammondville Oval, Grand Flaneur Beach and Leppington Park.

Children's Services

- Holsworthy Early Education and Care Centre was assessed against the National Quality Framework in October 2024, receiving a rating of Exceeding National Quality Standards. Additionally, Edmondson Park Preschool also undertook its first National Quality Assessment after opening in October 2024 and received a rating of Exceeding National Quality Standards in all seven quality areas. As quality practice develops over time, it is uncommon for a new service to receive an exceeding rating. An exceeding rating at Edmondson Park Preschool showcases the preschools commitment to providing an exceptional curriculum and practices for children, families and the community.
- Council's Children's Services have been working closely with Early Childhood Consultant Adam Christie, to engage in professional learning to strengthen educators' approach to documenting, assessing and planning for children's learning in authentic, engaging and sustained ways.

Arts and Culture

- Casula Powerhouse was a finalist for its summer suite of Exhibition Programs (Medium) at the 2024 Imagine Awards.
- Delivery of the 31st Annual MilPra Prize and 26th Liverpool Art Society Prize.
- Delivery of two exhibitions in Yellamundie Gallery.
- The inaugural Winter Blast at Casula Powerhouse festival saw 12,000 people visit across the weekend.
- Commencement of the weekly Powerhouse Farmers & Artisans Markets.

City Planning and Urban Design

- The Tree Management Framework, which includes Tree Policy, Tree Management Strategy and Tree Management Technical guidelines, was adopted by Council on 10 December 2024.
- Public exhibition of First Nations, Colonial and Post-Colonial thematic histories of Liverpool was completed in December 2024.

Animal Management

- The team have been dedicated to reuniting pets with their owners and boosting adoption rates through strategic use of social media, pop-up adoption events and participation in Council family fun days.

City Waste and Recycling

- The Liverpool City Council Community Recycling Centre (CRC) at 99 Rose Street Liverpool continues to draw strong attendance despite the opening of two new CRCs in other nearby council areas in the last eighteen month. The Centre acts as an important recycling hub for South-Western Sydney. Figures received towards the latter part of the reporting period indicate that Liverpool residents are continuing to improve their recycling rate, suggesting that the focus on resident education is having positive effects.

City Maintenance

- Council have received approximately 1386 customer requests during the period.
- Approximately 1500 Tree Inspections were completed.
- During the winter months Council's parks teams were able to distribute 450 m³ of mulch across the LGA
- Customer requests were completed within the prescribed time, reactive repairs of local roads, addressing potholes, cracks, and surface deterioration.
- Council conducted routine maintenance of the road network, including drainage clearing and signage repairs.
- Proactive works were also completed, these prevented major damage, reduced costs, improved safety and reduced traffic disruptions.

Regulatory Compliance

- Council exceeded its performance targets in most areas and continuously strives to improve service across all areas of regulatory compliance.

Development Assessment

- Determining applications under Delegated Authority and by the Liverpool Local Planning Panel within 104-days on average during the period.
- Lodging Development Applications within 13-days on average during the period.
- Issuing Pre-Development Application minutes within 10-business days during this period for most applications.
- A review of current processes policies is underway with an aim to streamline approvals and improve the customer experience. The recruitment of key staff such as the Technical Admin Officer has made a significant impact on the team with the exceptional skill sets that has been missing in the role in previous years helping the team to function more efficiently.

Environmental Planning and Management

- Council endorsed the Liverpool EV Charging Stations on Public Land Policy. This policy aims to expand EV charging infrastructure across public spaces to support sustainable transport.

Infrastructure and Floodplain Planning and Management

- Council continues to manage its \$3.8 billion portfolio of infrastructure assets, including; roads and traffic facilities, drainage, buildings and open space infrastructure.
- Statutory infrastructure asset related reports were completed, by their respective due dates.
- Progress on the Moorebank Voluntary Acquisition Scheme continued. Council has purchased 124 properties since the commencement of the scheme in 1984. The remaining 51 properties along Rickard Road and Newbridge Road will be purchased progressively. Purchase of a property at Newbridge Road is underway and the project is being jointly funded by Council and the NSW Government under the State Floodplain Management

Program. Following completion of purchase all the structures on this property will be removed from the property and will be converted into public open space.

- Concept and detailed designs were completed for new or upgrades to existing roads, traffic facilities, drainage, cycleways, footpaths, car parks and other civil infrastructure.
- Survey set out services continued to be provided, to enable the construction of infrastructure projects.

Economic and Commercial Development

- A lease was executed with St George Community Housing for Level 4 of Liverpool Civic Place.
- A Lease Agreement was executed with the University of Wollongong (UoW) in December 2024 for six commercial floors of the Civic Place building.
- Six of the seven commercial floors of the Civic Place building are now committed to lease meeting the key performance indicators in Council's Long Term Financial Plan.
- Heads of Agreement (HoA) finalised for a commercial lease for the last vacant floor of the Civic Place building.
- A café opened on ground floor of Civic Place.
- The 33 Moore Street (former council administrative building) UoW lease renewed for levels 1,2 & 3.
- Phillips Park, Lurnea – tender awarded to café operator in accordance with Crown Land Management Act.
- HoA signed with prospective office tenant to lease 3 Hoxton Park Road property.
- Settlement of two NSW Land & Environment Court: Compulsory Acquisition Matters.
- Stage 1 (Edmondson Ave, Austral Road widening) Offers made on registered Plans of Acquisition.

Traffic and Transport Planning

- Over the past six months, Council has held two successful Child Restraint checking days and one successful Learner Driver Course – all events received excellent community feedback.

Customer Service

- New services to the community were introduced with no increase in costs for the services.
- Draft Customer Experience Policy endorsed for public exhibition.

Governance and Corporate Management


- Council delivered the 2024 Local Government election and induction of 11 new Councillors, five of whom were elected for the first time with one returning previous Councillor.
- Councillor induction activities including training of code of meeting practise and code of conduct were delivered.
- During the financial year, both the procurement policy and standards were re-written. These documents were enhanced to provide more guidance for staff on procurement processes and to create efficiencies. Procurement thresholds were updated. Information sessions were held for all staff.

- Council implemented a Risk and Audit System, held training and ensured data integrity across all business units.
- Council achieved full compliance with all newly legislated Audit and Risk requirements.
- Council endorsed the Community Engagement Strategy in December 2025.
- The State of Our City Report was prepared and endorsed by Council in November 2025. This report reflects Council's term from 2021 to 2024 highlighting achievements and progress in implementing the Community Strategic Plan.
- Council partnered with Georges Riverkeeper to become the host Council of the Riverkeeper. Council will take on a leadership and administrative role in managing and supporting the activities of the Riverkeeper program.
- The Annual Report 2023/24 was prepared and endorsed by Council in November 2025. Council also delivered a short Annual Report video, highlighting the year in review. The video featured on Council's website and social media platforms.
- During the period, Council's Information and Technology unit successfully carried out migration of Technology One to Cloud, undertook upgrades of Council's Payroll and Accounts Payable systems, provided support for the Local Government election and onboarding of new Councillors.

Communications

- Council produced a video on the Fifteenth Avenue upgrade to raise awareness of its advocacy efforts for improving the road.
- The video went viral on TikTok, Instagram and Facebook reaching over 600,000 users. This is Council's best-performing content across all social media platforms.
- Subscriber numbers for the Liverpool Life EDM continue to grow, with the December issue achieving the highest performance of the period across key metrics, including open and click rates.
- In addition, more than 9,000 media stories mentioned Liverpool City Council during the period, reaching an audience of approximately 356.54 million people.


Service Area	Description
<p align="center">1.1 Libraries and Museum</p>	<p>Council's six libraries provide recreational and educational services and activities including a wide range of collections and delivery programs, events and exhibitions for children, youth and adults. The Liverpool Regional Museum provides exhibitions and events that showcase the heritage and history of the area. The Museum also collects, organises, preserves and makes available materials of local historical and cultural significance.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Healthy, Inclusive, Engaging</p>	<p>1b – Promote a harmonious community that celebrates its diversity. 1c – Embrace the city's heritage and history 1d – Support an inclusive community by fostering access and equity for all 1e – Deliver great and exciting events and programs for our people and visitors</p>	<p>Director Community and Lifestyle</p>	<p align="center">On Track </p>

Comment
<ul style="list-style-type: none"> • Yellamundie Library celebrated its one year of service in December. The event was marked with multiple storytimes, robotics, board games and face-painting. The community has embraced Yellamundie as a popular place for study, work and recreation, with overwhelmingly positive feedback from locals and visitors. • Liverpool Regional Museum launched 'The Place of Pace' exhibition featuring the story of Liverpool Speedway through archives, photographs, memorabilia, original motorsports vehicles and public programs. • The museum delivered 37 programs to 1218 people and was visited by 7638 people. • Liverpool Libraries delivered 1158 programs attended by 19,678 people. • Youth continue to be prevalent library users. There is a demand for functional and traditional study space for individuals and groups. HSC programs were well attended and in-demand. • Digitisation and Cataloguing of Heritage Objects – More than 200 objects have been successfully digitised and catalogued into the Library Management System, making them accessible to the public. Some of these objects have also been prominently displayed in community exhibits featured at the Yellamundie Preview Gallery. • Oral History Interviews - The Local Studies team commissioned and made available new oral history interviews with local residents, enriching the community's historical record. These interviews serve as an invaluable resource for preserving personal accounts and local experiences. • Lurnea History Panels - In October, historical panels depicting the images and stories of Lurnea were installed at the Lurnea Community Hub. These panels provide an accessible and informative resource for local residents, reflecting the area's history and heritage.


- Liverpool Progress Parade Film Highlights - As part of History Week 2024, film highlights of the Liverpool Progress parades in the 1970s were shared on social media. The release received positive feedback from community members, sparking fond memories and engagement with local history.
- 'Lest We Forget' Page on Library Website - A new page titled 'Lest We Forget' was added to the library website, showcasing local veterans who served in various conflicts. Using images and documentation from the Heritage Collections, including a digitised copy of Our Liverpool Boys, the page honours these veterans and their contributions to the country.
- The Museum's EXILIO exhibition received a Highly Commended Imagine Award by Museums and Galleries NSW.
- 'The Place of Pace' exhibition was featured on 7 News.

Service Area	Description
1.2 Events	This service delivers Council's community and civic events program with the aim to deliver activities that will showcase Liverpool as a vibrant global city for major events, tourism and social interaction whilst promoting local businesses, artisans, talent, facilities, and recreation spaces.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Healthy, Inclusive, Engaging	1b – Promote a harmonious community that celebrates its diversity 1e – Deliver high quality, exciting and varied events and activations for our community and visitors	Director Community and Lifestyle	On Track 


Comment
<ul style="list-style-type: none"> • Council delivered a variety of community and large scale of events throughout the year that have enhanced community pride and vibrancy of our local government area. The continued success of 'Experience the World' series of events, comprising of nine culturally focused weekend-long festivals in the CBD have more than 620,000 visits across the year, 196,000 of which visited in the period from July-Dec. The events not only celebrate Liverpool's rich cultural diversity and promote social cohesion but have been a considerable force in boosting the local economy with a more than \$23 million direct impact to the regional economy over this year. • The unit has continued to support wider Council initiatives within the Major Event program hosting consultative teams at major events, continuing to expand the monthly family fun days which provide activation and a chance to connect with Council services and representatives on a local level, ongoing locations aim to reach all areas of the LGA. • Council events won multiple awards at the Southwest Sydney Tourism Awards and Motherland African Festival received Highly Commended for the RH Dougherty Events and Communications Award at the Local Government Awards. • Council delivered Civic events including the Declaration of Office ceremony where the new Council was inducted, hosting of delegations from Toda, Japan and Palmerston North, New Zealand, opening of the Apex Park First Nations Garden, and the annual Order of Liverpool awards.

Service Area	Description
1.3 Recreation and Community Facilities	Council's Recreation and Community Facilities provide access to sporting, recreation and leisure services. The service also supports the development of a dynamic, healthy and liveable city through the effective, innovative and sustainable management of community facilities and recreation services for more than 1.5 million residents and visitors annually.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Healthy, Inclusive, Engaging	1a – Improve liveability and quality of life for the community by delivering vibrant parks, places and facilities 1d – Support an inclusive community by fostering access and equity for all 1g – Communicate, listen, engage and respond to the community by encouraging participation	Director Community and Lifestyle	On Track 

Comment
<ul style="list-style-type: none"> • Council's Recreation and Community venues continue to demonstrate high volumes of usage and utilisation demonstrating their valuable role in supporting targeted and marginalised populations. Council sports fields remain in high demand, with all available venues utilised by sporting clubs, school's groups and private sports academies. It is also noted that Council's community facilities continue to grow in popularity with the venues accommodating more than 8000 individual bookings. • Council's Leisure centres have achieved almost 600,000 visitations in the first six months of the financial year, demonstrating year on year growth across all three (3) sites. Importantly the venues continue to offer community facing programs that provide positive social outcomes. Council highlights the role that the centres have played in supporting community events and exhibitions. • The launch of Council's Sport Affordability program has provided almost \$20,000 in funding to support more than 2000 Liverpool residents to participate in locally delivered sporting programs.


Service Area	Description
1.4 Community Development and Planning	The Community Development and Planning service oversees development and implementation of a range of policies and strategies across Council to ensure services, programs and facilities are responding to the current and emerging needs, interests and aspirations of Liverpool residents. In addition, the service delivers planning for social infrastructure including community facilities, sporting, recreational and open spaces for Liverpool's existing and growing community.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Healthy, Inclusive, Engaging	1b – Promote a harmonious community that celebrates its diversity 1d – Support an inclusive community by fostering access and equity for all 1f – Support active and healthy lifestyles by improving footpaths, cycleways and walkways and other infrastructure that promotes and supports active transport. 1g – Communicate, listen, engage and respond to the community by encouraging participation	Director Community and Lifestyle Director City Futures	On Track 

Comment
<ul style="list-style-type: none"> • Council continues to deliver important services to marginalised and targeted community groups. These program act to strengthen community capacity. Highlights during this period have included: <ul style="list-style-type: none"> - The adoption of Council first Reconciliation Action Plan outlining its commitment to first nations people; - The significant uptake in applications for Council's Community grants program; - The effective establishment of a Community Hub at Austral providing important services to the CALD community; - The continued delivery of programs to advance youth leadership including Council's 2168 Children's Parliament, School Leaders and Youth Leadership Council programs; and - Council has a comprehensive suite of programs that celebrates the diversity of its community. The delivery of high profile 'Experience the World' festivals, grass root programming within the various community facing sites and a comprehensive grants program that facilitates activity and programming across the city. • Council continues to deliver social infrastructure planning and design projects, including (but not limited to) the following: <ul style="list-style-type: none"> - Progressing the development of Master Plans for priority parks, sports and recreational facilities including; Craik Park, WV Scott Memorial Park, Sinozich Reserve, Ireland Park, Bill Anderson Reserve, Jardine Park, Greenway Sports field and Michael Wenden Aquatic Centre; - Progressing the development of Concept Designs for priority local parks, pocket parks, and play spaces such as; Local Parks 2, 6 and 22 in Austral;

- Progressing the Plan of Management Priority Program for key sites and Crown Lands, including completing the Plans of Management for Hammondville Oval, Grand Flaneur Beach and Leppington Park;
- Assisting with Voluntary Planning Agreement (VPA) negotiations and providing technical advice on proposed developments, to assist with the development and delivery of developer-led social infrastructure within the Liverpool LGA; and
- Collaborating with NSW Government agencies to deliver social infrastructure projects within the Liverpool LGA.


Service Area	Description
1.5 Children's Services	Council's Children's Services is responsible for the direct provision of six early education and care services and one preschool service, catering for a total of 260 long day care places and 27 preschool places. Council is committed to providing the highest quality care and education for children and support for families.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Healthy, Inclusive, Engaging	1d – Support an inclusive community by fostering access and equity for all	Director Community and Lifestyle	On Track 

Comment
<ul style="list-style-type: none"> • Council's Early Childhood programs continue to be a benchmark for quality service provision within the Liverpool Local Government Area. Recent data shows that Liverpool City Council's Early Childhood Services make up 31 per cent of education and care centres in the LGA which have received a rating of 'Exceeding National Quality Standards'. Only 10 per cent of non-council services in the LGA are exceeding National Quality Standards. • Holsworthy Early Education and Care Centre was assessed against the National Quality Framework in October 2024, receiving a rating of Exceeding National Quality Standards. Additionally, Edmondson Park Preschool also undertook its first National Quality Assessment after opening in October 2024 and received a rating of Exceeding National Quality Standards in all 7 quality areas. Under the Education and Care Services National Legislation all new services must be assessed against the National Quality Standards 9-18 months after the service begins operating. As quality practice develops over time, it is uncommon for a new service to receive an exceeding rating. An exceeding rating showcases the preschools commitment to providing an exceptional curriculum and practices for children, families and the community. • Supported playgroups continued to be delivered in partnership with community partners and aim to support socially isolated families and children to create connections. The playgroups are delivered under the NSW Government Start Strong Funding Model, aiming to support children's pathways to formal early childhood education. • The Transition to school program has been redesigned, delivered in three libraries within the LGA. The program is designed and delivered by an Early Childhood Teacher, strengthening both the social and academic skills of children prior to heading to school. • Council's Early Education and Care Centres partnered with Macquarie University in various research projects "ORICL - Observe, Reflect, Improve, Children's, Learning". Research projects provide mutual benefits to both the universities and Council services as it allows Council to gain valuable knowledge in a broad range of research subjects. This year, studies have focused on the acquisition of language in a literacy rich environment and the use of observation and data tools to record how educator interactions and the learning environment influence young children's development. • Council is working collaboratively with NSW Health to deliver the Brighter Beginnings initiative in which all children will have comprehensive health and development checks prior to commencing school.


- Council's Children's Services have worked on establishing strong community partnerships to enhance children's connections with the local community. This includes an intergenerational program with Hammondcare, partnerships with Meals on Wheels, Our Community Kitchen, Community Café Outreach Service and Liverpool Men's Shed.

Service Area	Description
1.6 Arts and Culture	The Casula Powerhouse Arts Centre is a cultural facility that contributes to an inclusive and creative community through engaging presentation and production. The Centre provides a platform to highlight the skills and creativity of local artists through music, exhibitions, performances and programs that are relevant and engaging to Liverpool and South West Sydney communities.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Healthy, Inclusive, Engaging	1b – Promote a harmonious community that celebrates its diversity 1d – Support an inclusive community by fostering access and equity for all 1e – Deliver great facilities, events and programs for our people and visitors	Director Community and Lifestyle	On Track 


Comment
<ul style="list-style-type: none"> • Casula Powerhouse Arts Centre is expanding its offerings to stay relevant and engaging for the local community and greater Western Sydney region. New recurring activations, including dining events, farmers and artisans markets, school holiday programming, and key Major Events – like the inaugural Winter Blast festival – have significantly boosted visitation and visibility. These initiatives are attracting new audiences to the centre, many for the first time. • The centre has seen a notable increase in utility from young families, along with the heightened interest in venue hire, ticket sales and attendance to exhibition openings, positioning Casula Powerhouse as a dynamic and versatile hub for cultural, community and corporate events. • Bellbird Dining & Bar winning the Gold Award for Best Cuisine/Restaurant at the 2024 Western Sydney Tourism Awards. • Casula Powerhouse being a finalist for its summer suite of Exhibition Programs (Medium) at the 2024 Imagine Awards . • Delivery of the 31st Annual MilPra Prize and 26th Liverpool Art Society Prize. • Delivery of two exhibitions in Yellamundie Gallery. • Inaugural Winter Blast at Casula Powerhouse festival which saw 12,000 people visit across the weekend. • Commencement of the weekly Powerhouse Farmers & Artisans Markets.

Service Area	Description
1.7 City Planning and Urban Design	The City Planning and Urban Design service area provides specialist advice to Council, the community, developers, the NSW Government and other organisations to guide the design of the built environment in Liverpool. This service also provides specialist Heritage and Public Art related advice and services.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Healthy, Inclusive, Engaging	1a – Improve liveability and quality of life for the community by delivering vibrant parks, places and facilities 1c – Embrace the city’s heritage and history	Director Planning and Compliance Director City Futures	On Track 


Comment
<ul style="list-style-type: none"> • Council was able to meet its target for ongoing tasks and initiatives. Specialist Urban Design, Heritage and Public Art advice was provided within the timeframes in most instances. • The Design Excellence Panel (DEP) and Heritage Advisory Committee meetings were held in accordance with adopted Charters and Procedures. • Urban Design, Heritage, and Public Art projects and initiatives were progressed and delivered to schedule. • Tree Management Framework was adopted by Council and work on the Draft Liverpool City Centre Public Domain Technical Manual continues towards finalisation. • Public exhibition of First Nations, Colonial and Post-Colonial thematic histories of Liverpool was completed in December 2024. • <i>Liverpool Contributions Plan 2024 – Aerotropolis s7.12</i> was formally adopted by Council at the Ordinary Meeting of Council on 24 July 2024.

Service Area	Description
<p align="center">1.8 Animal Management</p>	<p>This service area manages the Liverpool Animal Shelter and provides the community with an accessible facility that meets legislative requirements under the Companion Animals Act 1998.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Healthy, Inclusive, Engaging</p>	<p>1a – Improve liveability and quality of life for the community by delivering vibrant parks, places and facilities</p>	<p>Director Planning and Compliance</p>	<p>On Track</p> 


Comment
<ul style="list-style-type: none"> Council staff are committed to reuniting pets with their owners or finding them loving new homes where possible.

Service Area	Description
<p align="center">1.9 City Infrastructure Delivery and Construction</p>	<p>The Infrastructure Delivery and Construction service undertakes the planning and delivery of Council's asset renewal and replacement programs to ensure ongoing asset serviceability and continuity, to provide best value investment in community infrastructure. This service is also responsible for planning and delivering Council's major and strategic community infrastructure projects to meet demand from growth and to improve the amenity and liveability across the LGA.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Healthy, Inclusive, Engaging</p>	<p>1a – Improve liveability and quality of life for the community by delivering vibrant parks, places and facilities 1f – Support active and healthy lifestyles by improving footpaths, cycleways and walkways and other infrastructure that promotes and supports active transport.</p>	<p align="center">Director Operations</p>	<p align="center">On Track</p> 
<p>Evolving, Prosperous, Innovative</p>	<p>3a – Continue to invest in improving and maintaining Liverpool's Road networks and infrastructure</p>		


Comment
<ul style="list-style-type: none"> • The Western Sydney Infrastructure Grants Program received \$150 million in funding from the NSW Government. • Six projects are now under way with the most visible in Macquarie Street (between Scott and Moore Streets) nearing completion. These transformational projects will continue to roll out until 2028, the target date for the Carnes Hill Aquatic Centre. • An accessible kayak launch was constructed during 2024 and will officially open in early 2025.

Service Area	Description
<p align="center">2.1 City Waste and Recycling</p>	<p>The City Waste and Recycling service maintains and improves the amenity of the Liverpool area through action, education, and enforcement. It provides domestic waste services for Liverpool residents including the collection and processing of recycling, green waste, bulk waste and various problem waste streams.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Liveable, Sustainable, Resilient</p>	<p>2a – Deliver a beautiful, clean and inviting city for the community to enjoy 2f – Manage waste effectively and maximise recycling opportunities</p>	<p>Director Operations</p>	<p>On Track</p> 


Comment
<ul style="list-style-type: none"> Starting in July 2024, Council began shredding the end-of-life mattresses produced by local residents, as well as those collected by Wollondilly Council and the Original Mattress Factory. This has allowed Council to process the mattresses from household bookings quicker and cost effectively than before, as well as speeding up the timeframe for removal of dumped mattresses from parks, reserves etc. Council was successful in winning the Circular Economy Award at the 2024 Keep Australia Beautiful NSW Sustainable Cities Awards. Council's Waste Educators delivered 27 education sessions on Waste, to students of all age groups up to and including TAFE, in addition to providing waste information through Council's Family Fun Days and various other festivals and events.

Service Area	Description
2.2 City Maintenance	This City Maintenance service is responsible for maintaining and repairing Council's footpaths and road assets, managing CBD maintenance and Council's Park maintenance program, including proactive inspections, cleansing, sanitising playgrounds and picnic areas. This service also assists and responds to emergencies in the LGA to ensure that Council services remain operational in an emergency.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2a – Deliver a beautiful, clean and inviting city for the community to enjoy 2e – Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks, and stresses 2f – Manage waste effectively and maximise recycling opportunities	Director Operations	On Track 


Comment
<ul style="list-style-type: none"> • City Parks and Open Space continue to maintain playgrounds, park areas, bushland, creeks, rivers, roads, footpaths, and sports fields. • The majority of Council's medium and high-profile sports fields were aerated, scarified and fertilised prior to growing season • Council continued to maintain tree assets and focused on increasing tree canopy within the Local Government Area. • Mini windstorm on 28th December across the LGA resulted in over 100 fences/houses and assets requiring immediate servicing which significantly impacted service delivery for Trees and Parks teams. Teams have not fully recovered (also due to another major storm in January further impacting service delivery) • Delivered routine maintenance to parks, including mowing, pruning, and litter removal. • Installed new playground equipment in parks, enhancing recreational opportunities for families. • Upgraded irrigation systems in parks, improving water efficiency and sustainability • The Civil Operations Team has continued to deliver essential services to the community over the past six months, ensuring the maintenance and improvement of council infrastructure, public spaces, and civil assets, with both reactive and proactive works being completed.

Service Area	Description
<p align="center">2.3 Strategic Town Planning</p>	<p>The Strategic Planning team within the City Planning portfolio guides, orders and regulates land use and infrastructure in an efficient, equitable, ethical and effective way. Through collaboration with experts from a variety of disciplines, strategic planning seeks to realise the vision established within Connected Liverpool 2040, Council’s Local Strategic Planning Statement (LSPS). Strategic Planning relates to the management of land use plans, land release, renewal of established areas, rezoning, the formulation of Development Control Plans, Development Contributions Plans and associated policy.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Liveable, Sustainable, Resilient</p>	<p>2g – Deliver effective and efficient planning and high-quality design to provide best outcomes for a growing city</p>	<p>Director Planning and Compliance</p>	<p>On Track</p> 


Comment
<ul style="list-style-type: none"> • Planning Proposals which demonstrated merit were supported in less than 90 days and submitted for Gateway determination within a few weeks of Council endorsement to lodge. The majority of Planning Proposals were completed within Gateway determination timeframes (subject to extensions for some complex proposals). • Strategic Planning has continued to progress the LEP Review Project, reaching a major milestone in August 2024 with the Principal Planning Proposal for a new Liverpool Local Environmental Plan submitted to the Department of Planning, Housing and Infrastructure (DPHI) for Gateway determination.

Service Area	Description
<p align="center">2.4 Regulatory Compliance</p>	<p>The Regulatory Compliance service area is responsible for Council's enforcement processes, managing and maintaining public health compliance, approval and monitoring of building construction work and the issuing of licences and other approvals required under legislation to maintain a healthy and safe city.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Liveable, Sustainable, Resilient</p>	<p>2a – Deliver a beautiful, clean and inviting city for the community to enjoy</p>	<p>Director Planning and Compliance</p>	<p align="center">On Track </p>


Comment
<ul style="list-style-type: none"> Council is committed to meeting its regulatory functions required under legislation to maintain a healthy and safe city.

Service Area	Description
2.5 Development Assessment	The Development Assessment service delivers statutory planning and land development engineering services to the community. It is responsible for assessing and determining various applications in a robust manner in order to enable the creation of liveable communities and environments while also providing development related advice to key stakeholders.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2g – Deliver effective and efficient planning and high-quality design to provide best outcomes for a growing city	Director Planning and Compliance	Needs Attention 
Evolving, Prosperous, Innovative	3d – Implement planning controls and best practice urban design to create high-quality, inclusive urban environments		


Comment
<ul style="list-style-type: none"> • Council has continued to work towards improving Development Application performance, whilst ensuring best practice planning, and high-quality urban design outcomes were achieved for the benefit of the Liverpool community. • Achieving the Development Assessment performance measures during the period has largely occurred, however, existing long-standing historic applications with Council have made it a challenge to achieve some performance indicators. • Council continues to provide engineering advice and process Subdivision Works Certificates and Subdivision Certificates. Council will continue to focus on opportunities to improve processes and on-time assessment of applications and referrals.

Service Area	Description
<p align="center">2.6 Environmental Planning and Management</p>	<p>Management of Council's natural environment to meet legislative requirements and improve Council's Environmental sustainability performance.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Liveable, Sustainable, Resilient</p>	<p>2c – Deliver and advocate for a sustainable, cool and green city 2e – Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses 2f – Manage waste effectively and maximise recycling opportunities</p>	<p>Director Operations</p>	<p>On Track </p>

Comment
<ul style="list-style-type: none"> • At the Council meeting held on 26 November 2024, Council unanimously endorsed the Electric Vehicle (EV) Charging Stations on Public Land Policy. This policy aims to expand EV charging infrastructure across public spaces to support sustainable transport. • Council continues to actively manage legacy contamination arising from historic filling with construction waste, including asbestos and illegal dumping across the Liverpool LGA. Several remediation projects were completed during this period including at Peter Pan Park, Hammondville 160 Fifth Avenue and 335 Sixth Avenue, Austral. Council is nearing completion of remediation works at Angle Park, Chipping Norton with the remediation work incorporated into site landscaping to improve site amenity at this location. • Council agreed to host the Georges River Keeper (GRK) for the next Council term from September 2024 to 2028. The GRK's programs to improve the Georges River will assist Council to enhance recreational use and activation of key areas along the river.


Service Area	Description
<p align="center">2.7 Infrastructure and Floodplain Planning and Management</p>	<p>This service includes the provision of:</p> <ol style="list-style-type: none"> 1. Asset Management strategies, policies, systems and programs for Council-owned infrastructure assets to continue to deliver the required levels of service over time; 2. Floodplain Management strategies, policies, systems and programs to enable controlled occupation of flood prone land and to reduce the impact of flooding and flood liability; 3. Strategies, policies and programs for the conveyance of stormwater as well as management of stormwater to improve the health and quality of our waterways; and 4. Technical Support to Council, it's management units and other stakeholders involved in the planning, delivery and ongoing management of infrastructure related services.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Liveable, Sustainable, Resilient</p>	<p>2b – Manage stormwater and drainage infrastructure to mitigate risk to the environment and the community 2e – Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses</p>	<p>Director Operations</p>	<p>On Track</p> 

Comment
<ul style="list-style-type: none"> • Council continues to manage its \$3.8 billion portfolio of infrastructure assets, including; roads and traffic facilities, drainage, buildings and open space infrastructure. • Statutory infrastructure asset related reports were completed, by their respective due dates. • Progress on the Moorebank Voluntary Acquisition Scheme continued. Council has purchased 124 properties since the commencement of the scheme in 1984. The remaining 51 properties along Rickard Road and Newbridge Road will be purchased progressively. Purchase of a property at Newbridge Road is underway and the project is being jointly funded by Council and the NSW Government under the State Floodplain Management Program. Following completion of purchase all the structures on this property will be removed from the property and will be converted into public open space. • Review of Cabramatta Creek Overland Flood Study is underway. Initial community consultation including collection of historical flood data has been completed. The study will be undertaken over two financial years and expected to be completed by June 2026. • Detailed design of May Avenue, Rossmore flood mitigation work is completed. Council's Project Delivery department commenced procurement processes, for construction of the works. • Council completed topographical surveys to enable and inform the design of infrastructure projects.

- Concept and detailed designs were completed for new or upgrades to existing roads, traffic facilities, drainage, cycleways, footpaths, car parks and other civil infrastructure.
- Survey set out services continued to be provided, to enable the construction of infrastructure projects.


Service Area	Description
3.1 Economic and Commercial Development	The Economic and Commercial Development service area is committed to working with businesses and stakeholders to provide an environment that supports sustainable economic growth and business opportunities. This service area supports Council in developing projects which facilitate commercial opportunities and supports key assets delivery and precinct master planning.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Evolving, Prosperous, Innovative	3b – Promote and deliver an innovative, thriving and internationally recognised city. 3c – Market Liverpool as a business destination and attract investment 3e – Facilitate quality local employment, training and education opportunities 3f – Develop the economic capacity of local businesses and industries 3g – Maintain strong relationships with agencies, stakeholders and businesses to achieve beneficial outcomes for the city	Director City Futures Director Corporate Support	On Track 

Comment
<ul style="list-style-type: none"> Leads continue to be generated across the LGA, many in the Aerotropolis but also small businesses resulting in the facilitation of over 2000 new jobs being created during the reporting period. Small businesses in the CBD were supported via major events funded by the state government and delivered by Council staff. Many needed support during these events and on programs such as the Vibrant Streets Program (shopfront facade upgrades). New employment pathways are developing rapidly particularly in relation to growth industries in the region and with Council's MOUs with the UNSW and Notre Dame University, start up and entrepreneur programs are assisting in promoting new business. Council continues to build its Grants Program with over \$6 million being secured to fund significant infrastructure and create new trainee and apprenticeship positions in Council itself. An Expression Of Interest (EOI) for the Bathurst and Northumberland Street carpark is underway. Submissions close on 28 February 2025. Probity and legal officers appointed. Advertising campaign commenced November 2024. Phillips Park, Lurnea – tender awarded to café operator in accordance with Crown Land Management Act. With less than 700 days to the opening of the new Western Sydney International Airport, Council is supporting the NSW State government in delivering on key initiatives for the Bradfield development, the \$4 billion on Stage 2 and 3 of the Moorebank Intermodal Precinct and the \$2 billion continued growth of the Health and Education Precinct in the city centre. Property Section is also dealing with requests from TfNSW and Sydney Water regarding access and acquisition of Council land associated with infrastructure projects.


- Council has completed the acquisition of five properties for a value of \$9.286 million.
- A total of 20 offers have been made and are in various stages of progress. This includes five offers for properties identified in Stage 1 of Edmondson Road, Austral Road widening.

Service Area	Description
3.2 Traffic and Transport Planning	Council's Transport Management service plans for the safe and efficient movement of traffic on Council's local road network. The service works in collaboration with Transport for NSW (TfNSW) to improve regional transport infrastructure and services in the LGA. This service also manages Council's key parking assets including on-street parking, car parks, parking equipment, parking permit schemes road and laneway closures.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Evolving, Prosperous, Innovative	3a – Continue to invest in improving and maintaining Liverpool's Road networks and infrastructure	Director Planning and Compliance	On Track 
Liveable, Sustainable, Resilient	2d – Promote and advocate for an integrated transport network with improved transport options and connectivity		


Comment
<ul style="list-style-type: none"> • Council continues to manage traffic on the local road network in consultation with Transport for NSW, the Police, and the Liverpool Local Traffic Committee. Responses with identified solutions continue to be provided within required timeframes. • Council endorsed the Kurrajong Road Staged Improvement Strategy including the short-term improvement works for Kurrajong Road/Lyn Parade/Beech Road intersection and Kurrajong Road/Mowbray Street intersection upgrades to signalised intersections. Funding has been secured for these upgrades and designs are underway. The projects are scheduled to be delivered within the next 18 months. • Council is progressing with the Governor Macquarie Drive staged upgrade from a two-lane road to a four-lane road. • Council continues to progress the detailed design of the proposed Bernera Road upgrade between Yarrowa Street to Kurrajong Road including Yarrunga Street and Yato Road intersection upgrade. • Transport for NSW is currently preparing a Strategic Business Case to investigate options for the upgrade of Fifteenth Avenue – in parallel, Council is continuing to lobby the NSW Government to commit funding to deliver the future upgrade of Fifteenth Avenue post completion of the Strategic Business Case. • Online workshops, child restraint checking events and Liverpool Local Traffic Committee meetings were held during the reporting period. Council's metered parking in the city centre continues to be managed.

Service Area	Description
<p align="center">4.1 Customer Service</p>	<p>Council's Customer Service team provides support services to the community and aims to deliver quality customer service by resolving enquires, processing applications, submissions, bookings and payments relevant to all of Council services in an efficient and effective manner.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Visionary, Leading, Responsible</p>	<p>4a – Place customer satisfaction, innovation and best practice at the centre of all operations 4b – Position Council as an industry leader that plans and delivers services for a growing city</p>	<p>Director Customer Experience and Business Performance</p>	<p>On Track </p>

Comment
<ul style="list-style-type: none"> • During the period, Council answered 77,917 phone calls with an average handling time of four minutes. A total of 42,988 customer requests were logged for the period. • A draft Customer Experience Policy was endorsed for public exhibition at the November 2024 Council meeting. The public exhibition period was between 3 December 2024 and 31 January 2025. • New services to the community were introduced with no increase in costs for the services. • Draft Customer Experience Policy endorsed for public exhibition.


Service Area	Description
4.2 Governance and Corporate Management	Council's Governance and Corporate Management services plan and co-ordinate Council's internal operations to ensure that Council is transparent in its decision making, efficiently delivers services to the community and meets legal and legislative requirements. This service also enables the ongoing improvement and development in the safe, lawful, sustainable and optimal management of Council's people and resources aligned to the Community Strategic Plan, Delivery Program and Operational Plan.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Visionary, Leading, Responsible	4a – Place customer satisfaction, innovation and best practice at the centre of all operations 4b – Position Council as an industry leader that plans and delivers services for a growing city 4d – Demonstrate a high standard of transparency and accountability through a comprehensive governance framework	Director Community and Lifestyle Director City Futures Director Customer Experience and Business Performance Director Corporate Support	On Track 

Comment
<ul style="list-style-type: none"> • Council delivered the 2024 Council election which saw the election of a new Councillor cohort for the term 2024 – 2028, including six new Councillors. • Council meetings continued to be delivered at the new Council Chambers at Civic Place – 50 Scott St Liverpool. This period saw several extraordinary and reconvened meetings held, which highlighted the commitment of the new Councillor cohort to ensuring the needs and aspirations of the Liverpool community are represented. • The 2024 Local Government elections were held. Council inducted 11 new Councillors, five of whom were elected for the first time with one returning previous Councillor. • Councillor induction was undertaken including training of code of meeting practise and code of conduct. • The Workforce Management Strategy 2022-2026 has made significant progress. • The last 12 months with delivery of a new performance appraisal system 'Career Conversations'; • Development of a Culture Program of work for the next 3 years; the development of a new Induction and Onboarding approach and e-training modules for new starters. • Development of Leadership Programs for Front Line Leaders and Emerging Leaders and the discovery and planning phase of a new Learning & Development Framework, a new Remuneration and Benefits Framework and a new Employee Value Proposition program to attract and retain staff. • Council continues to ensure its procurement standards and guidelines are current and adhered to.


- The Audit, Risk and Improvement function plays a pivotal role in facilitating and embedding best practice risk processes, ensuring that decision-making is informed by a comprehensive understanding of potential threats and opportunities. Through regular audits, the Audit, Risk and Improvement function provides an independent insight into the efficient and effective functioning of strategic and operations matters.
- Council has met its Integrated Planning and Reporting requirements for the period.
- The Annual Report 2023/24 was prepared and endorsed by Council in November 2025. Council also delivered a short Annual Report video, highlighting the year in review. The video featured on Council's website and social media platforms.
- Progress on the nominated service areas for review, including Children's Services and Libraries was detailed in the 2023/24 Annual Report.
- The State of Our City Report was prepared and endorsed by Council in November 2025. This report reflects Council's term from 2021 to 2024 highlighting achievements and progress in implementing the Community Strategic Plan.
- Council endorsed the Community Engagement Strategy in December 2025.
- Council is reviewing its Community Strategic Plan and accompanying documents. The review includes extensive external and internal stakeholder engagement to inform the Plan.
- During the period Council engaged with the community through various methods including surveys and face to face engagement at Council events including Family Fun Days, Seniors Concert, Christmas in the Mall, Community Drop-In sessions. Engagement opportunities were promoted via Council's website and social media platforms and will continue until May 2025. Draft versions of the Community Strategic Plan and Delivery Program and Operational Plan will be presented to Council for public exhibition in April 2025.
- Council is preparing the Biannual Report for July-December 2024 which will be presented to Council at its second meeting in February 2025.
- Council partnered with Georges Riverkeeper to become the host Council of the Riverkeeper. Council will take on a leadership and administrative role in managing and supporting the activities of the Riverkeeper program.
- Resilience Ambassadors from across Sydney met to discuss the Final Draft of the Resilient Sydney Strategy 2025–2030, reflecting the collective vision to address challenges and foster collaboration.
- Council continued to advocate for the Fifteenth Avenue upgrade with a comprehensive advocacy strategy that included the circulation of a Parliamentary Petition to seek funding for the project. Council engaged the community through various methods including letterbox drops, strategically placed corflutes, Council-led community forums and events. Direct engagement with residents, small businesses, and key organisations including Business Western Sydney, Western Sydney Leadership Dialogue, and the Urban Development Institute of Australia (UDIA) was also undertaken.
- In addition, Council produced video interviews with local residents, allowing them to share their personal perspectives on the importance of the upgrade. These videos were featured on the Council's social media platforms, enhancing public awareness and backing for the project.

Service Area	Description
4.2 Governance and Corporate Management	Council's Governance and Corporate Management services plan and co-ordinate Council's internal operations to ensure that Council is transparent in its decision making, efficiently delivers services to the community and meets legal and legislative requirements. This service also enables the ongoing improvement and development in the safe, lawful, sustainable and optimal management of Council's people and resources aligned to the Community Strategic Plan, Delivery Program and Operational Plan.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Visionary, Leading, Responsible	4e – Embrace Smart City initiatives by improving digital connectivity and smart technology	Director Customer Experience and Business Performance	Needs Attention 


Comment
<ul style="list-style-type: none"> • Council's Information Technology Function continued to focus on ensuring availability of all Council systems and maintaining Council's cybersecurity position. This included the delivery of numerous projects including upgrades to key systems. • Council continued with the Cloud migration of several corporate applications with expected completion by June 2025. • A significant restructure of the team continues to be implemented to ensure a contemporary structure to enable the organisation to meet the needs of the community.

Service Area	Description
<p style="text-align: center;">4.3 Financial Management</p>	<p>The Financial Management service provides Council financial accounting and support services relating to the development and implementation of financial policies and procedures, statutory reporting, budgeting and management reporting, Goods and Services Tax (GST) and Fringe Benefits Tax (FBT) accounting and reporting, banking, investments, debt collection, accounts payable and financial systems.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Visionary, Leading, Responsible</p>	<p>4c – Ensure Council is accountable and financially sustainable through the strategic management of assets and resources</p>	<p>Director Corporate Support</p>	<p>Needs Attention </p>

Comment
<ul style="list-style-type: none"> • Council did not breach any legislative reporting obligations. • Management is working to identify operational efficiencies and savings to improve Council's unrestricted cash position.

Service Area	Description
<p align="center">4.4 Communications</p>	<p>The Communications service area forms ideas, develops and delivers all written and visual promotional material and communications to support Council's strategies, campaigns, projects, events and initiatives through media releases, external media and public relations, video, photography, printed materials, websites, email and social media. This service area is also responsible for governance of Council's internal communications to staff and actively supporting the Mayor as the official spokesperson for Council and the Chief Executive Officer as the operational spokesperson.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Visionary, Leading, Responsible</p>	<p>4a – Place customer satisfaction, innovation and best practice at the centre of all operations 4b – Position Council as an industry leader that plans and delivers services for a growing city</p>	<p>Director City Futures</p>	<p>On Track </p>

Comment
<ul style="list-style-type: none"> • Council continued to work diligently to promote its initiatives through various communication channels, ensuring the local community stayed informed about programs, events, and other activities.